

Message Text

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FOR GEORGE FROM DOLAN

E.O. 11652: DECONTROL ON RECEIPT
TAGS: BEXP, TC
SUBJ: ADNOC PREFERENCE TO LARGE CONSULTANTS

1. PLEASE PASS INFORMATION IN FOLLOWING PARAS TO FUAD QUEIN, MANAGER OF HEERY INTERNATIONAL OFFICE IN AMMAN (P.O. BOX 35084 TELEPHONE NUMBER: 42451). QUBEIN AND OWNER HEERY VISITED ABU DHABI LAST MONTH AND PROPOSED THEMSELVES AS CONSTRUCTION PROGRAM MANAGEMENT CONSULTANTS FOR ADNOC ON LARGE PETROCHEMICAL PROJECT AT RUWAIS. THEY SUGGESTED THAT HEERY WAS PARTICULARLY WELL QUALIFIED FROM TIME/COST CONTROL STUDIES POINT OF VIEW.

2. IN TALKING ON APRIL 16 WITH ALI BOUDJADJA, INTERIM RUWAIS PROJECT MANAGER FOR ADNOC, HE TOLD ME THAT RUWAIS PROJECT WAS SO BIG COMPARED TO AVAILABLE ADNOC CURRENT MANPOWER THAT THEY WERE GOING TO DEPEND ON VERY LARGE CONSULTANTS TO MANAGE PROJECTS RATHER THAN TRY TO INCREASE ADNOC STAFF TO HANDLE THEM. ADNOC STAFF WILL "LIMIT ITSELF TO DECISION MAKING." (HE PERSONALLY HAS FILE OF 600 CANDIDATES' RESUMES WHICH HE HAS NOT READ.) IF ADNOC WERE TO ENLARGE ITS INDUSTRIAL PROJECT GROUP, PROBLEMS OF ORIENTATION AND INTEGRATION INTO DECISION-MAKING MECHANISMS FOR NEW STAFF WOULD BE ENORMOUS AND THE SMALL CADRE OF PRESENT STAFF
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WOULD BE ENGULFED IN DEALING WITH ORGANIZATIONAL PROBLEMS. OF COURSE, THIS ALSO DOUBTLESS REFLECTS THE DESIRE OF THE ALGERIAN EXPATRIATE GROUP TO MAINTAIN ITS CONTROL OF ADNOC'S BUREAURACY.)

3. ADNOC, THEREFORE, HAS DECIDED TO DEAL ONLY WITH SEVERAL VERY LARGE CONSULTANTS ON RUWAIS, ACCORDING TO BOUDJADJA.

THEIR ARGUMENT IS THAT THE ADNOC STAFF MUST RESTRICT ITSELF TO A SMALL NUMBER OF CONSULTANTS IN ORDER TO MINIMIZE REPETITIVE BRIEFINGS, ORIENTATIONS, AND EXPLANATIONS, ETC. THEY ALSO WANT PSYCHOLOGICAL "INSURANCE" WHICH CAN ONLY BE GIVEN BY PREVIOUSLY SUCCESSFUL CONSULTANCY AND IMPLEMENTATION OF VERY LARGE SIMILAR PROJECTS.

4. IN RESPONSE TO A SPECIFIC QUESTION ABOUT HEERY, BOUDJADJA SAID THAT HE DID NOT FAVOR A FIRM WITH SUCH LIMITED EXPERTISE FOR RUWAIS MAJOR PROJECT INVOLVEMENT. ADNOC, IN HIS VIEW, WAS IN A POSITION WHERE IT HAD TO DEAL WITH THE BIGGEST AND HOPE THAT THEY WERE ALSO THE BEST. HE DID NOT APPRECIATE THAT HEERY WAS OFFERING ANYTHING PARTICULARLY USEFUL, GIVEN THAT HEERY'S ADDITION TO THE CONSULTANT ROLLS WOULD COST ADNOC MANAGEMENT PRECIOUS TIME IN ORDER TO CONSULT WITH ITS CONSTRUCTION MANAGEMENT ANALYSTS. HE DID NOT OBJECT TO ME PASSING ON HIS RATIONALE AND COMMENTS TO YOU.

5. I BELIEVE THAT BOUDJADJA GENUINELY MIRRORS ADNOC'S TECHNICIANS' VIEWS ON THIS SUBJECT. TIME PRESSURE ON THE FEW QUALIFIED STAFF ARE INTENSE. (HIS SECRETARY FLASHES A PICTURE OF BOUDJADJA TO VISITORS, SUCH AS THE JAPANESE, WHO SAY THAT THEY ONLY WANT TO SEE HIM TO PAY THEIR RESPECTS.) I SUGGEST THAT YOU WRITE OR TELEX HIM WHY YOU THINK THAT YOUR CONSTRUCTION PROGRAM MANAGEMENT IS UNIQUE AND VALUABLE BUT SO FAR AS THE DECISION IS LEFT TO THE TECHNOCRATS, YOUR CHANCES DO NOT SEEM VERY GOOD

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FOR RUWAIS CONSULTANCY WORK. HOWEVER, BOUDJADJA'S COMMENTS APPLY ONLY TO RUWAIS. SIMILAR BUT SMALLER PROJECTS IN ABU DHABI AND PERHAPS ALSO BY ADNOC IN THE FUTURE WILL BE ACCESSIBLE ALONG CONVENTIONAL A/E LINES. I SUGGEST THAT YOU STAY IN TOUCH WITH ADNOC ON A CONTINUING BASIS IN ORDER TO BE AMONG THOSE CONSIDERED FOR FUTURE WORK.

DICKMAN

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